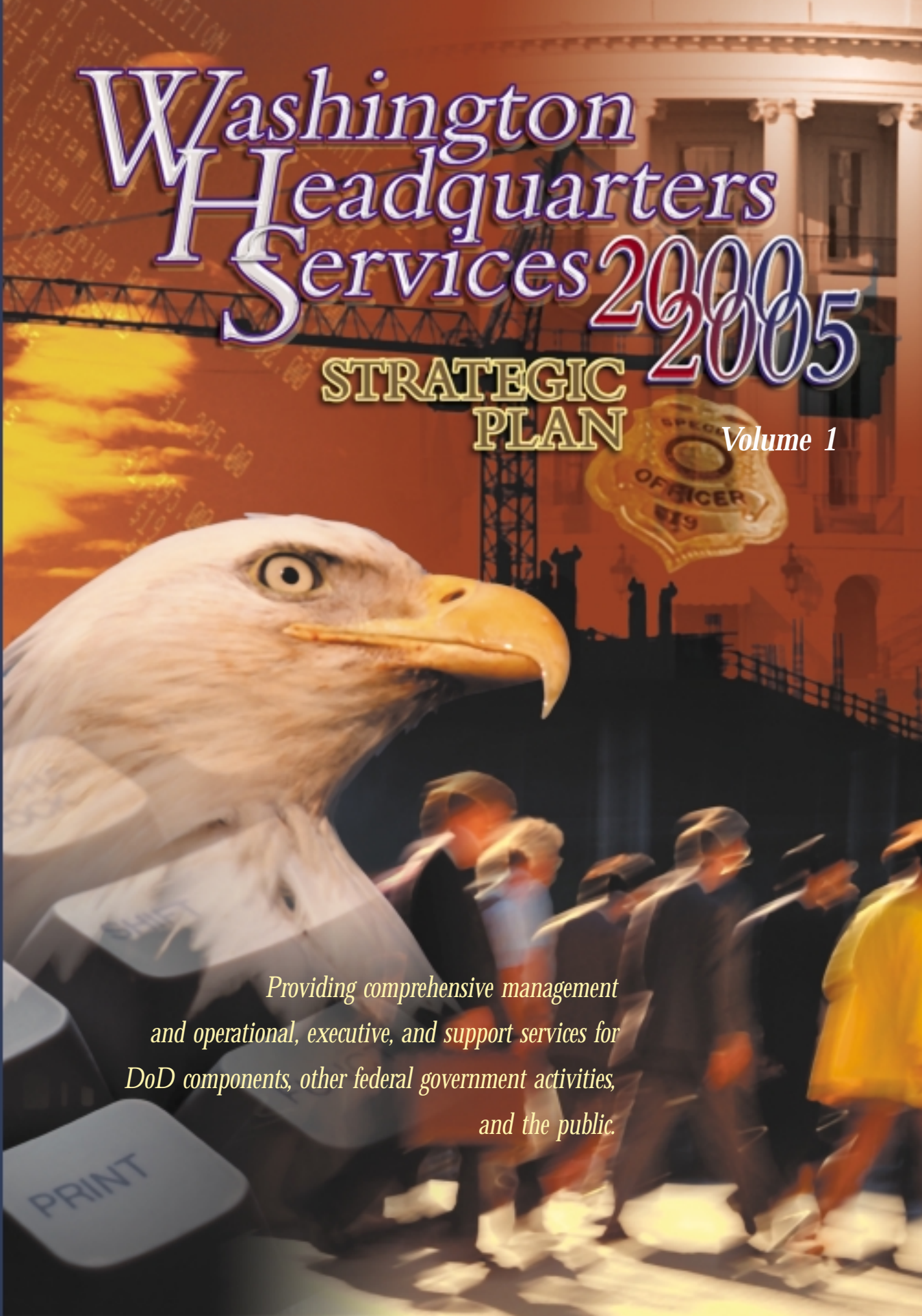


Washington Headquarters Services 2005

STRATEGIC PLAN

Volume 1



*Providing comprehensive management
and operational, executive, and support services for
DoD components, other federal government activities,
and the public.*

Willing,

Helpful

Service



DEPARTMENT OF DEFENSE
WASHINGTON HEADQUARTERS SERVICES
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WASHINGTON, DC 20301-1155

*Message from the Director,
Washington Headquarters Services*

We recently completed the first phase of the most fundamental and comprehensive internal review of Washington Headquarters Services since the organization was established over twenty years ago. This review is examining how effectively and efficiently we are providing program support and services to our many customers. At this point, we have developed a plan which defines the strategic direction for Washington Headquarters Services and maps the processes and philosophy for ongoing renewal and improvement over the next decade. The plan was developed through a collaborative process by the Washington Headquarters Services Directors, their representatives and myself, over a period of several months. We are fully committed to the principles, goals and objectives it sets forth.

The plan is contained in the following pages of this brochure. It provides the keys to unlocking the opportunities and benefits for both our customers and our organizational family. To ensure that the bold initiatives envisioned by this plan are carried out, we ask for your participation and support as we work to realize our vision of the future.

D. O. Cooke
D. O. Cooke
Director

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introduction

Washington Headquarters Services (WHS) is a flexibly organized field operating activity of the Department of Defense (DoD) that continues to provide a broad variety of operational and support services to the Office of the Secretary of Defense (OSD), other DoD components, selected other federal government activities, and the general public. More specifically, WHS' core competencies include financial management and accounting services, civilian and military human resource management, information management and systems support, facilities management and support services, and physical and information security. In addition, WHS serves DoD and the general public in the areas of voting assistance, information release, and privacy programs. Those interested in how WHS developed over time can find a short history in the Appendix.

The time has come for WHS to take a look at its offices and their missions and capabilities to ensure that it is positioned to be the pre-eminent service provider in DoD. This plan sets the strategic direction for WHS for the period 2000–2005. It begins with the vision, followed by a statement of the mission. Next comes a brief summary of the environment in which WHS operates, followed by a discussion of the guiding principles that govern its activities. The plan continues with the goals and objectives that lead to realizing the vision and effectively accomplishing the mission.

No plan would be complete without a Plan of Action and Milestones (POAM) for accomplishing the tasks necessary to meet the objectives. Since this POAM is rather detailed and lengthy, it is published as Volume 2 of the plan ●

vision

WHS is the DoD component recognized as a creative leader in government and the provider of choice for innovative program management and operational, executive, and support services. WHS is staffed with an empowered, knowledgeable, and motivated workforce operating in a progressive, technologically advanced environment ●

mission

The WHS mission is to provide comprehensive management and operational, executive, and support services for DoD components, other federal government activities, and the public ●

environment

The environment in which WHS operates as it pursues its vision is an important variable in mission accomplishment. This section synthesizes how the environment will affect mission performance and the organization in the future ●

mission environment

In the downsizing and organizational reform of the Department over the last two decades, WHS has filled the critical role of providing consolidated support and services in its competency areas that previously were redundantly performed among other components. This consolidation of services has allowed the principal customers of WHS — OSD, Joint Staff, the military departments, defense agencies, and other DoD field activities — to focus on their core mission functions.

WHS has now evolved into an organization that performs support and service functions across the entire Department. It also provides consolidated administrative support to the White House and, to some degree, Congress. WHS also provides support for DoD and the general public by consolidating operational support for programs such as federal voting assistance, freedom of information, privacy, and data collection and reports. Direct support for OSD now accounts for only about one-third of the overall workload. The budget clearly shows that the majority of funds allocated to WHS are in support of organizations outside of OSD and for programs and initiatives that benefit the entire Department of Defense.

Over the years, WHS grew in size from 327 authorized personnel to a peak of 1,960 in FY 1994. Since then, although it has been assigned additional responsibilities, concerted efforts to streamline the organization have resulted in reducing the staff to approximately 1,658 people by the end of FY 1999. The trend in streamlining and consolidating functions in WHS will continue.

management environment

In the midst of growing responsibilities and shrinking resources, WHS finds itself in a fortunate management environment. Senior DoD leadership is committed to fundamentally altering the way the Department conducts its business. This commitment is exhibited in programs such as paperless offices, electronic commerce, and the like, that share the common characteristic of being innovative and forward looking. Many other government-wide programs are also pushing to revise the way the government

conducts its business. The National Partnership for Reinventing Government (formerly the National Performance Review) is just one. The Government Performance and Results Act sets forth many requirements that serve as enablers for customer-service-minded government managers who wish to improve their agency's performance. Among the initiatives used increasingly within the governmental sector are competing functions with the private sector and other governmental agencies, wherever appropriate, to achieve economies and enhanced operational effectiveness. WHS is positioned to take advantage of the opportunities presented by this climate to spread the benefits across many other organizations.

technology environment

Much of the work WHS does is directed at providing service to customers. Many service requests are amenable to processing in an electronic information environment. The technology to accomplish such processing is growing rapidly. Most, if not all, of the government agencies receiving services from WHS have robust computer capabilities available to them. This fact allows WHS to choose from a variety of ways to receive, process, and disseminate the information required. Even in those areas that do not require a high degree of computerization, alternative technologies are emerging that will improve the effectiveness and efficiency of delivering services. In addition, the key process that WHS performs — managing service delivery — is one that is experiencing some of the greatest growth and innovation in both the government and private sectors. This situation provides WHS managers with a great deal of flexibility to tailor their service delivery mechanisms and gives them a rich reservoir from which to draw future service enhancements.

guiding principles

This plan uses a set of principles serving as guides for crafting and assessing the effectiveness of all WHS activities. They are organized here into focus areas as a way to enhance reader understanding. However, they will be applied to virtually every area of WHS activity and will not be limited to any specific mission area. The guiding principle focus areas are as follows:

focus on the customer

A very high proportion of WHS' effort is directed toward providing customer service. It is important for WHS to concentrate on customer needs and to develop or revise procedures to meet those needs.

- WHS must meet customers' needs in a way that satisfies the customer. WHS must approach such service as a direct response to the customer and create a culture that is valued among its employees for providing high-quality and prompt advice and service to those customers. WHS must instill in its customer service representatives a sense of urgency in meeting time-sensitive customer needs.
- A total-service orientation must drive all WHS activities. WHS must approach all actions from the perspective of the customer's outcome. The job of WHS' employees is not to make their own jobs easier, but to ensure that the customer's needs are met.

focus on integrated management

In order to maintain its total-service orientation, WHS must concentrate on integrating the efforts of the whole organization so that it can marshal its best talents to solve the customer's problems.

- High-quality results occur when organizations pool their talents and resources. WHS will provide comprehensive and integrated services with cross-functional teams working together to solve customer issues. All WHS employees should feel that they are part of a common team that focuses on the outcome of efforts with respect to the customer's needs.
- Integrating efforts to provide complete customer service begins with developing knowledgeable employees. One-stop service will make it unnecessary for the customer to deal with several WHS offices separately to achieve an outcome. Knowledgeable and responsive personnel are aware of which other parts of WHS can assist in meeting customers' needs and how best to access those capabilities.

- WHS' emphasis on integration provides a means of providing its customers with a broader range of services. As a problem-solving organization, WHS helps customers meet their needs by anticipating which services can further assist in achieving the outcome.
- The individual offices within WHS not only share systems and processes — they share knowledge about each other to further enhance their understanding of total support capabilities. They actively keep their peers and coworkers informed so that they can serve their customers better and so that all individuals within WHS become increasingly knowledgeable, aware, and capable of mutual support.

focus on our people

WHS' people are at the core of everything that the organization does. WHS is committed to taking care of its employees by providing a stable work environment and ensuring a good quality of work life.

- Providing a stable work environment ranks high on the list of WHS core values. People do their best work when they know, on a consistent basis, what is expected of them. They must also be assured that the standards of performance will be administered evenly and fairly across the organizational structure.
- WHS workers must have a good quality of work life. Employee satisfaction begets customer satisfaction. Employees who are involved, listened to, and encouraged can better identify and creatively solve problems. Another part of ensuring a good quality of work life is providing stimulating jobs that allow workers to exercise the authority needed to get the job done and linking that authority to the responsibility for making sure it gets done right. This goes a long way toward having the work that they do energize them and provide them with job satisfaction.

focus on quality

The WHS commitment to quality is unwavering. Not only do the members of the WHS workforce believe that work done for the customers should be done right the first time, they also value and recognize creativity in workers as they seek to meet the customers' total-service needs. To do this, they remain open to new processes and procedures.

In summary, WHS leaders know that in order to succeed, they must ensure that they produce the products and results their customers need, when they need them. This means that they must concentrate on outputs, manage products, and provide a working environment that enables and empowers employees to put the customer first.



goals

The development of this plan required consideration of how well WHS measured up to the vision. This examination showed that some positive actions are needed to bridge the gap between where WHS is today and where it would like to be in five years. There are four goals that, when met, will make the vision a reality. The goals and their focus areas are as follows:

- **Management** — How WHS will work together.

WHS will employ an overall management style that emphasizes effective integration and collaboration throughout WHS horizontally and vertically.

- **Customers** — Whom WHS will be working for.

WHS will facilitate customers' access to integrated services and use a results-oriented approach in all aspects of the business.

- **Employees** — How WHS workers will treat each other.

WHS will develop a customer-focused and results-oriented workforce and make WHS the employer of choice for service-minded government employees.

- **Quality Through Innovation and Flexibility** — How WHS will improve quality performance.

WHS will apply emerging technology and advanced customer-support techniques to achieve the highest quality customer service.

objectives

One of the questions to be answered in pursuing a strategic plan is, what must be done to reach the goals? Each goal has its own outcome. This describes the end state and describes how that end state contributes to achieving the vision. Each goal also includes a strategy that tells how to go about getting to the goal's outcome. Each goal has a series of specific objectives to measure progress toward goal accomplishment. The objectives are written so measurement can be made of their accomplishment, and — in the Plan of Action and Milestones in Volume 2 — each is assigned to a responsible person or element for accountability purposes. The target dates for completing each objective are initial estimates. Since this plan is a living document, these targets may change over time. The rest of this section sets forth the outcomes, strategies, and objectives for the four goals ●

management

goal: Employ an overall management style that emphasizes effective integration and collaboration throughout WHS horizontally and vertically.

goal outcome: The overarching theme for this goal is “integration.” The integration of information, management, and action begins at the highest levels within WHS and carries through to the last worker in the chain of responsibility. When this goal is attained, WHS will have a better-informed staff able to work in a responsive, streamlined, collaborative manner to deliver outstanding service consistently.

strategy: The principal means of achieving better integration is through increased collaboration at all levels of the organization. This collaboration begins at the top among the several directors and continues on down using integrated teams to address issues and projects that have cross-directorate implications. WHS will reinforce this team approach with a parallel effort to develop a WHS-wide communication structure that will enable the efficient and effective sharing of essential mission information.

objectives: Create an integrated management process to enable WHS to achieve current and future strategic goals by the fourth quarter of FY 2000.

- The intent of this objective is to provide a mechanism for implementation-level planning, integration, collaboration, and problem solving from a WHS-wide perspective. The nucleus of this mechanism will be an Executive Steering Group (ESG) to provide a forum for directors to work more closely together, increase their awareness of total WHS capabilities, and allow them to better share their unique capabilities to meet customer needs. Implementation of projects emanating from the ESG may be accomplished by working groups such as the Strategic Planning Group formed to develop this strategic plan.

Institute a knowledge-based team approach to solve major problems and implement change by the fourth quarter of FY 2001.

- Whereas the previous objective envisions a standing collaborative infrastructure, this objective's intent is to assemble teams to perform specific tasks — for example, setting up commissions. The team approach builds, retains, and passes on the knowledge base by continually rotating different people through team roles. This approach is particularly valuable for those WHS tasks that recur and involve cross-Directorate action. Some of these teams may evolve into more permanent, process-centered entities.

Hold WHS directors accountable for implementing the WHS-wide vision, goals, and objectives by the fourth quarter of FY 2001.

- This objective calls for developing a mechanism that promotes leadership engagement and a dialogue within WHS about cross-directorate issues. Leaders from directors through first-line supervisors must inform and motivate their employees to achieve the objectives and attain the goals so that WHS becomes the organization in the vision statement. Accountability also includes a commitment to performance measurement. To determine how well this plan is being implemented, the directors must adopt and use performance measures throughout the organization and be able to compare those measures objectively with those of other similar organizations in government and the private sector.



customers

goal: Facilitate customers' access to integrated services and use a results-oriented approach in all aspects of the business.

goal outcome: The attainment of this goal will give WHS a top-flight reputation as the provider of choice for satisfying customers by delivering timely and efficient integrated services. This recognition is important for two reasons. First, WHS should be the best at what it does — this gives the employees a great deal of job satisfaction. Second, WHS no longer has “captive” customers. Potential customers are now allowed to seek out the best service providers. WHS must rise above the competition in order to survive.

strategy: This goal's strategy has two steps. The first is to revise and streamline business processes with increased focus on customer requirements. The second is to train and motivate the service providers to concentrate on satisfying total customer needs.

objectives: Develop and articulate a results-oriented customer service philosophy by the fourth quarter of FY 2001.

- A clear statement of the leadership's commitment to provide high-quality, responsive customer service is the foundation for motivating the organization to meet the goal.

Realign business processes to emphasize results, and make those processes easier for customers to access by the first quarter of FY 2004.

- The intent of this objective is to reengineer the business processes to be increasingly cost-effective, efficient, and responsive in delivering customer service. Several associated tasks lead to achieving this objective. Existing mechanisms will be used, such as the Biennial Review of Defense Agencies and DoD Field Activities, and new mechanisms will be developed to gain customer feedback at the retail point of contact. This will be followed up with studies to determine appropriate actions for improvement. The work processes and workload will also be studied and evaluated. A contractor-supported organizational assessment could provide recommended process improvements to streamline the organization and promote customer service. During this process, full consideration will be given wherever appropriate to the economies that can be achieved by competing functions with the private sector and with other government agencies. This will be followed with implementation of those improvements that are approved by the Director, WHS. Mechanisms will be set up to continually monitor progress toward achieving the desired outcomes.

Embrace and use employee incentive programs to reward customer focus and creative initiatives to improve customer service by the second quarter of FY 2003.

- The intent of this objective is to impress upon the workforce that leadership's commitment to customer service is real and tangible. A system of performance measurement and appropriate rewards for better customer service will be established.

Institute a program to train all employees to increase their customer awareness by the second quarter of FY 2003.

- This objective calls for the institution of a training program designed to instill a culture of willing, helpful customer service throughout the organization. This requires an internal program to educate and train workers in the WHS customer service philosophy, performance measurement system, and employee incentive programs.

employees

goal: Develop a customer-focused and results-oriented workforce and make WHS the employer of choice for service-minded government employees.

goal outcome: This goal is designed to produce a workforce that is focused on satisfying customer needs. WHS should be a workplace that minimizes distractions and provides for personal achievement for a high-quality, well-trained workforce. These factors are essential in achieving this goal. Overall goal accomplishment can be measured through customer surveys and other performance measurement techniques.

strategy: The primary approach is to recruit, develop, and retain motivated, skilled, and loyal employees dedicated to providing exceptional customer service. Providing the workforce with challenging assignments, career growth opportunities, comprehensive training, appropriate rewards and incentives, state-of-the-art technologies, and sound quality-of-life programs will allow WHS to attract and retain good workers.

objectives: Develop a WHS leadership development program to meet future needs by the second quarter of FY 2003.

- Current personnel policies and regulations prohibit programs that preselect personnel for leadership positions. However, a program that properly educates the workforce can make its members more competitive for positions with increasing responsibilities. Such a program should result in more of the WHS workforce staying for longer terms of employment at higher performance levels.

Recruit and retain employees by emphasizing the use of retention allowances, recruitment bonuses, recognition of accomplishments, rewards, alternative workplace programs, and other incentives by the second quarter of FY 2003.

- Many tools to do this are available within the federal government's personnel system. The organization that makes good use of them attracts and retains good workers. Some innovative opportunities for recognizing excellent work may require minor internal adjustments to take advantage of them. This objective is designed to explore those opportunities.

Use innovative recruitment strategies to entice and retain interns and high-quality occupational specialists by the second quarter of FY 2005.

- One way for WHS to “grow” a workforce is to involve potential new members of that workforce in a broad range of work experiences. Available intern programs provide the opportunity to convince this prospective workforce that working at WHS is interesting, challenging, and rewarding. The senior professional workforce must also have incentive and educational programs that demonstrate to them that being a part of the WHS workforce is a career-enhancing experience.

Ensure that employees are capable of using emerging technologies by the second quarter of FY 2003.

- As new technologies become more available, WHS must develop a means of measuring how well the workforce is able to use those technologies and execute a training plan to update their skills. This internal continuing education program must provide the workforce with meaningful training so they can become increasingly effective in delivering customer service.

Implement a WHS cross-assignment and development program by the second quarter of FY 2003.

- Employee development should not be limited to technology training. Truly effective employees know where they fit in the bigger picture of the total organization’s mission environment. This can be done through a comprehensive orientation program for all employees. Highly motivated employees are interested in improving their knowledge, skills, and abilities. There should be a method of giving those employees easy access to training opportunities. A Web-based electronic bulletin board is one way of doing this. Finally, total-service-oriented employees have personal experience in aspects of the organization’s capabilities outside their primary area of expertise. An employee cross-training program in which Directorates cross-detail selected personnel to give them a broader base of experience can accomplish this.

quality through innovation and flexibility

goal: Apply emerging technology and advanced customer-support techniques to achieve the highest quality customer service.

goal outcome: This goal requires that WHS develop and maintain a state-of-the-art information infrastructure that meets both common and unique customer requirements while providing the necessary safeguards for sensitive information. Since technology is constantly emerging, this goal's accomplishment will be measured by benchmarking technology used within other similar government organizations.

strategy: Exploit emerging technology and advanced customer-support techniques to enhance WHS integration, business process reengineering, and resource allocation to meet customer requirements.

objectives: Establish a WHS IT Manager's Forum for developing IT strategies and priorities to meet WHS internal and external customer requirements by the fourth quarter of FY 2001.

- Many WHS offices have similar information-handling needs. This forum provides a mechanism for sharing information about requirements and solutions across the WHS Directorates to obtain the maximum benefit from their collective efforts.

Identify common applications, data, and databases and the ways of maximizing their deployment by the third quarter of FY 2002.

- Information sharing is facilitated by using a common set of interoperable tools and databases. This does not necessarily mean that everyone has to use the same application. The challenge is to find the commonalities and to leverage them effectively and efficiently throughout the whole organization.

Establish methods of disseminating information, workflow management, and training using Web-based technology by the fourth quarter of FY 2002.

- This objective is closely linked to the preceding one. The main difference is that this objective includes customers in the equation. When this strategic plan was developed, Web-based technology showed the most promise for non-application-specific information sharing. WHS must pursue this technology as it evolves, while keeping an awareness of even newer technologies as they develop and mature.

plan of action & milestones

Goals and objectives, by themselves, do not accomplish anything; they require work on specific tasks and projects to bring them to fulfillment. The specific tasks for the objectives, along with the estimated work effort to complete each, constitutes the Plan of Action and Milestones (POAM). The POAM will be used to track specific progress toward fulfilling this strategic plan.

Because the POAM is fairly detailed and specific in content, it has been published separately as Volume 2 of this plan. The projects included there and their respective target timeframes will change over time. Some will be added as situations change, while others will be deleted as they are overcome by unforeseen events. The constant is that each project in the POAM is linked through an objective to a goal and contributes directly to how WHS achieves its vision. Included in the POAM is a performance measurement system to keep track of progress toward plan implementation.

summary

The leadership of Washington Headquarters Services is committed to making WHS a pre-eminent customer service organization. Meeting that vision will be accomplished by achieving the goals and objectives in this plan. In doing so, WHS will become the quality benchmark against which all other customer service organizations will be measured.



appendix: *historical perspective*

Washington Headquarters Services (WHS) was established as a Department of Defense (DoD) Field Activity on 1 October 1977 as part of a DoD headquarters streamlining initiative undertaken by then Secretary of Defense Harold Brown. Administrative support functions located in the Office of the Secretary of Defense (OSD) that serviced the OSD staff, along with a number of other DoD clients, were transferred to the organization. The transferred functions included budget and accounting, civilian and military personnel administration, office services, counterterrorism, travel, correspondence, cables, directives, and records management. The new organization consisted of 327 personnel, a reduction of 10 percent in the staff formerly required to perform these functions.

The DoD leadership formed a WHS-type organization for three reasons. First, about 60 percent of the workforce receiving administrative support from OSD at that time was in other DoD components. Second, Secretary Brown wanted to remove operating functions from OSD in order to focus the staff on policy analysis and oversight. Third, pressure was mounting within the Department and from Congress to reduce OSD's size.

Soon after WHS was created, the DoD leadership realized that it provided a logical, convenient, and efficient organizational repository for other common support functions beyond those originally assigned; several of these are described below:

- In FY 1978, WHS assumed centralized responsibility for managing administrative space in the National Capital Region (NCR), including coordinating with the General Services Administration (GSA) the operation, maintenance, and capital repair of 89 DoD-occupied, GSA-controlled buildings, including the Pentagon.
- Also in FY 1978, the Federal Voting Assistance Program was transferred from the Armed Forces Information Service. The current program was based on the Federal Voting Assistance Act of 1955, which covered mostly DoD military members and their dependents, and the Overseas Citizens Voting Rights Act of 1975, which extended absentee voting rights to U.S. citizens residing overseas. In 1978, the President signed into law an amendment to both these acts to improve the administration and operation of voting procedures for citizens covered by the acts. In 1986, the Uniformed and Overseas Citizens Absentee Voting Act consolidated these acts and included amendments that defined the program's charter to cover the voting rights of all members of the Uniformed Services (including the Coast Guard, the Commissioned Corps of the Public Health Service, and the National Oceanic and Atmospheric Administration), and the Merchant Marine, their family members, and all other U.S. citizens residing outside the United States, increasing the represented population to more than six million potential voters. Finally, in 1993, the National Voter Registration Act designated Armed Forces Recruitment Offices as Voter Registration Agencies, further expanding the program's coverage to over 6,000 recruiting offices.

- In FY 1988, GSA delegated to the Secretary of Defense responsibility for managing, protecting, maintaining, and operating the Pentagon complex and over thirty other federally owned and leased facilities throughout the NCR. The Secretary assigned this function to WHS.
- In FY 1991, Congress transferred full real property ownership, including management, operation, and budgeting responsibility for the Pentagon Reservation, from the Administrator, GSA, to the Secretary of Defense, who passed these functions along to WHS.
- In FY 1993, the Defense Information Systems Agency transferred responsibility for providing personnel to support certain Presidential contingency programs in the White House to WHS.
- In FY 1994, WHS assumed consolidated responsibility for adjudicating personnel security clearances for the defense agencies (except the National Security Agency, Defense Intelligence Agency, and Defense Mapping Agency) and DoD field activities.
- In FY 1996, as part of a DoD-wide initiative to modernize, consolidate, and downsize civilian personnel operations, WHS became responsible for establishing a Human Resource Services Center in the NCR, to provide centralized personnel services and support to defense agencies, DoD field activities, and other DoD components.
- In FY 1998, as part of the Defense Reform Initiative to remove more operational functions from OSD, WHS received the mission of operating four programs for the Department. One is the Defense Privacy Program, which implements the Privacy Act of 1974 Department-wide. The other three are information release programs that are implemented Department-wide; the Freedom of Information Act Program mandated by law; the Mandatory Declassification Review Program mandated by Executive order; and the Security Review Program mandated by DoD directive.

This brief history shows that in the more than twenty years since its formation, WHS has evolved as it accrued individual missions and functions. For the most part, these missions and functions have come with their own organizational structure and, in some cases, organizational culture. The result is an organizational structure that has not been fully rationalized and integrated. The WHS leadership realizes that the time has come to improve upon this situation by making deliberate plans to improve program integration and customer service.

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